**Certified Public Manager Program**

**Florida Center For Public**

**Management**

**The Florida State University**

**CPM LEVEL 3 EXAM**

Name

Submitted on (Date)

Email Address

Work Phone:

**2023**

**Exam Procedures**

This exam is a “double loop learning opportunity” that provides you a chance to drill deeper into what you learned in class and apply it to your work and personal life. Your response should demonstrate that you have integrated the material into your thinking.

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| **Suggested Approach** | |
| Gather your materials | *Use CPM notebooks, notes, books* |
| Review your materials | *Study material and class notes* |
| Choose your ONE question to answer | *Answer should reflect application of material* |
| Think about your response | *Organize your thoughts* |
| Write your response | *Submit a minimum of 1,200 words* |
| Use your own experiences | *Discussion with peers acceptable* |

**Upon completion, please submit your exam through our website:**

<https://students.fcpm.fsu.edu/fcpm_partlogin_000.cfm>

1. Log-on with the email address and password you gave us when you registered.
2. Click on “Submit Exam or Assignment” for the exam you want to submit.
3. Click “Browse” and locate the file on your hard drive, then click “Open.”
4. Once the file is listed in the menu, click “Submit File.”

Your submission will be automatically entered into the database. It will show on your transcript as “Submitted.” You will also receive an automated email notifying you that it has been added to your transcript.

**Once your exam is graded,** you will receive an automated email saying that it has been “Completed” or an email asking you to resubmit additional work to pass. Your work will be graded within 60 days or sooner. Exams are graded on a Pass-Fail basis.

You should keep a copy of your exam for future reference. Your work is considered confidential, and the CPM Program will not share or discuss it with anyone, other than you.

**If you encounter problems** submitting your exam, please contact Dan Vicker first, the CPM Student Liaison, at dvicker@fsu.edu, or the CPM office at CPM@admin.fsu.edu.

1. Using the sample of Sterling Challenge questions in Module 2 of your notebook, comment on how your organization handles each.
2. Rate your agency overall on a scale of 1 to 5 on how it addresses each question.   
   1- no process in place, 3- some process in place, and 5- Fully deployed process in place.
3. Discuss the changes you might make to your organization to tip your organization’s scales to 4s and 5s for all the questions.
4. For decades, American managers left quality out of the equation when measuring productivity. At the time, it seemed easier to measure the *quantity* of work rather than the *quality or “value added”* to the customer of the work. In 1980, the NBC White Paper “If Japan Can, Why Can’t We?” was a dramatic wake-up call for American business and helped to jump-start the Quality movement worldwide.
5. In your view, why were American managers slower than Japan and other countries to adopt measuring quality and implementing a quality program?
6. What is your assessment on whether American management has recovered from the slow adoption of quality in the 60’s through the 90’s to today? What were the long-lasting affects?
7. Is there a difference between the private sector and the public sector in the use of quality or the speed of adoption of quality methods like Sterling, Baldrige, TQM, Lean, and Six Sigma?
8. Does your agency promote quality improvement strategies? If so, describe your agency’s approach or program. If not, why do you think leadership does not promote quality principles?
9. How is your agency measuring quality? What do you think needs to happen to increase the emphasis on quality in your agency and your own unit?
10. Using the handout “Employee Needs as A Basis for Productivity Improvements” in Module 1, assess your agency’s efforts to create a culture of productivity improvement. Rate your organization on a scale of 1-`10 for how well it performs for each item.
11. Report your rating and comment on how your organization handles each one.
12. Take the five lowest scoring items and describe what you would do to change them to at least an 8. Assume you have control and can make the necessary changes.
13. Take the five highest scoring items and describe what your organization is doing for each and comment on why it may be good for productivity.
14. Assess how well your organization uses the Principles of Productivity listed in Module 2 of your notebook,
15. Comment on how your organization considers or does **not** consider each principle.
16. Which three of the principles does your organization do well and why?
17. Which three of the principles does your organization NOT do well and why?

1. Reflecting on what you learned in Level 3 about communication, describe how you think new information technology will change the way you work in the next 5-10 years.
2. Consider remote work and discuss the changes you experienced through the Covid years of using technology platforms such as MS Teams, Zoom, Skype, Google drive, etc..
3. What changes do you, as an individual manager, need to make moving forward?
4. What steps does your agency need to make?
5. You discussed Robert Rosenthal’s Pygmalion Effect in Level 3. It is also referred to as the “Self-Fulfilling Prophecy”. Reflect on class discussions and answer the following questions.
6. Please describe someone in your life that was a Pygmalion to you. How did they make a difference in your life?
7. Describe what your Pygmalion did to communicate expectations in each factor of the cycle.
8. As a manager/leader, how can you become a better Pygmalion to individuals on your team. Layout a small plan to follow.

1. In Module 3 on Communication, you discussed the self-fulfilling prophecy which demonstrated how positive or negative labels we apply to people impact the way we communicate to them. You may have played the Label game in class to illustrate this dynamic.
2. If you played the game in class, describe how you felt during the game as people talked to you as if they believed your label was true.
3. How do you see the self-fulfilling prophecy playing out in real life personally and organizationally? Provide examples of both.
4. How do you think employees are affected, both for good and bad, by the ways in which managers communicate their assumptions? Please provide some examples.
5. What improvements would you like to make in how you communicate your expectations and assumptions with your employees?
6. In Level 3 you used Likert’s Organizational Communication Survey to assess your organization.
7. What communication system did you and your group determine best describes your organization and why?
8. Whichever system you believe describes your organization, is it strong or close on the line with a higher or lower system.
9. In the last five to ten years, has there been a positive or negative change in the communication system?
10. Could your agency achieve a System 4 communication culture? What would it take to move your agency toward a System 4 communication culture.
11. Reflect on your score on the Emotional Intelligence quiz in Module 3
12. Describe your strengths and weaknesses in the five competencies of EI:

Self-Awareness   
Self-Regulation   
Self-Motivation   
Empathy

Effective Relationships

1. Give some real-life examples of when you struggled with Self-Regulation or Self-Motivation.
2. Give an example of when you were able to maintain your emotional intelligence in a stressful situation.
3. Describe what you believe you need to do to increase your emotional intelligence in the future to develop more effective relationships with people.
4. Project Management is becoming a way of life in many organizations and will become even more of a necessary skill for managers in the future. Although some of the tools of project management have been around for decades (Gantt charts, critical path analysis), there are new considerations about how project teams can be structured internally (Isomorphic, Specialty, Egoless, Surgical) and how they can function (Agile framework).
5. How would you describe the advantages and disadvantages of each of these four team structures?
6. If your organization uses terms such as Lean, Scrum, Agile, Value Streaming, or Waterfall along with its projects, comment on how effective your organization’s approach to projects is becoming.
7. Describe a past project you’ve been a part of that finished successfully and describe the “Lessons Learned” behind that success?
8. Also, what improvements to your skills do you need make to be prepared for the increased emphasis on project management in the coming years?